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Effects of Neighborhood Consensus on Services Delivery

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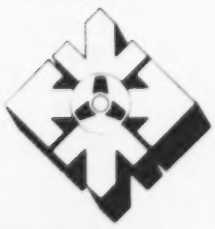

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Introduction

In an era in which the Federal Government is attempting to shift responsibility for worthwhile social programs back to local jurisdictions, how can communities insure that they have the types of services essential to preserving or increasing the quality of life in their neighborhoods? One of the best methods is for residents to organize and work together to achieve common goals. The abstracts in this bibliography document efforts by citizens' groups to provide — or to gain the ear of those providing — the services vital to the health of their neighborhoods. The topics presented in this Project SHARE bibliography range from a definition of a neighborhood to general suggestions on effective group structure and procedure. There are also descriptions of successful neighborhood projects concerned with medical and mental health services, prevention of juvenile delinquency, and services for families and the elderly. Another aspect of this bibliography covers tips on community organizing and neighborhood development, as well as discussions of innovations such as skills banks and community resource centers to achieve neighborhood goals.

The documents listed in this SHARE bibliography are representative of the literature concerning the effects of neighborhood consensus on services delivery. It is not a compilation of all available material or the entire contents of the SHARE collection on the topic.

READEX FICHE

Effects of Neighborhood Consensus on Services Delivery

Baumann, Judy
Social Matrix Research, Inc., Boston, MA.
Community Human Service Centers: Three Successful Experiments.
1979, 53p
SHR-0005671 *Available Social Matrix Research, Inc., P. O. Box 9128, Boston, MA 02114.*

The pamphlet describes three community-based human service centers created under the Taunton Area Mental Health Program (Massachusetts) from 1970 to 1976. Illustrating a wide range of approaches to restructuring comprehensive mental health care into a program of human services, these centers are designed to provide a mixture of services to clients. The centers encourage clients to find their own solutions by using their own personal support systems more than government-sponsored institutions. The centers also foster cooperation among specialists providing mental health care. The 3 centers – the Middleboro-Lakeville Mental Health Center, the Helpmate Center of Seekonk, and the Central City Community Center – each serve a population of between 10,000 and 20,000. The Middleboro-Lakeville Mental Health Center serves two rather isolated small towns that are economically depressed, with low average incomes and a higher than average welfare rate. Seekonk is located on the outskirts of Providence, R.I.; its mental health requirements match more closely those of suburban communities. Central City serves part of the city of Taunton, where 40 percent of its residents are welfare recipients. All three centers have been successful in providing a broad range of community mental health services, but the Helpmate program has been the most successful in establishing a fully integrated service delivery system. The affiliation agreement between Helpmate, Inc., and the town of Seekonk is appended. *Part of the SMRI series: Community and Neighborhood Structure. See also related document, SHR-0005726.*

Betten, Neil and Austin, Michael
Organizing for Neighborhood Health Care: An Historical Reflection.
1977, 9p
SHR-0004144 *Pub. in Social Work in Health Care v2 n3 p341-349 Spring 1977.*

This review covers accomplishments of the social unit experiment in Cincinnati, Ohio, which began in 1917 and lasted through 1920. It was an early experiment in community organization to improve public health. The unit's specific goal was to promote greater self-reliance among neighborhood residents through democratic involvement in community institutions. Two communitywide councils consisting of elected representatives were established. The occupational council included such groups as teachers, physicians, and social workers. The citizen council involved neighborhood residents. Block workers, almost always housewives, served as paraprofessional outreach workers who were involved in specific public health problems. Block workers became the unit's nerve center. They conducted social surveys to update information on area health needs, and attended inservice training classes provided by physicians, social workers, and nurses on health care problems so they could serve as educators and interpreters to clients. Through the citizen council, block workers provided unit direction and determined priorities for communitywide problem solving. The unit achieved its most significant success in preventive medicine and public health. Although the unit's medical service potential brought hostility from the medical profession, resident acceptance of the unit was high. Despite the entrepreneurial interests of free-enterprise medicine, which threaten the democratic instincts of self-help groups and deny them access to vital consumer information (an epidemic situation even in the 1970's), this unit's experience demonstrates the viability of neighborhood health centers and consumer involvement in health care. References are provided.

Effects of Neighborhood Consensus on Services Delivery

Biagi, Bob
Massachusetts Univ., Amherst. Citizen Involvement Training Project.
Kellogg (W.K.) Foundation, Battle Creek, MI.
Blanchard Foundation, Boston, MA.
Polaroid Foundation, Cambridge, MA.
Working Together: A Manual for Helping Groups Work More Effectively.
1978, 124p
SHR-0004670 *Available from Volunteer Readership, National Center for Citizen Involvement, PO Box 1807, Boulder, CO 30306.*

This do-it-yourself manual deals with steps in group development for members of citizen boards, councils, and grass roots organizations. Written for group members who would like to improve the way in which their group functions and developed by the Citizen Involvement Training Project in Massachusetts, the manual includes a number of useful tools and exercises. The manual views the group as an extended family, with attendant problems and promises. The manual is based on the premise that all members of a group share responsibility for the group. The differences between a typical leader and a facilitator are noted, with the main difference being that a leader decides what and how activities will be done while a facilitator asks, suggests, reminds, and keeps track of the main agenda. The facilitator generally makes certain that all members feel they are having their say, are listened to, and are accepted. The facilitator must remain very neutral. The chapter on motivation describes how to find, use, and fulfill members' needs and skills, while the one on developing listening skills reviews the difference between hearing and listening and methods to get feedback. The importance of nonverbal communication in aiding or hindering trust between different cultural groups is emphasized. Other chapters discuss how a group performs and consensus decisionmaking. Group needs and actual responses of group members to the exercises in each chapter are considered. Approximately 42 annotated resources are listed and numerous drawings complement the text.

Boyte, Harry
Democratic Awakening.
979, 8p
SHR-0006772 *Pub. in Social Policy v10 n2 p8-15 Sep/Oct 1979.*

The neighborhood movement, as a grass-roots empowerment form of social and political protest, is shown to have arisen from the crises in contemporary society that Marxism illuminates but to have done so in a way that makes evident the inadequacy of all the forms of leftist thought that denigrate personal, local, and traditional features of life, Marxism included. Although the neighborhood movement lacks unity in many ways, it exists most clearly as a massive, new, insurgent activism that has come about as a result of economic and political changes in the form of American life. These changes favor large-scale organizations and diminish the power, rights, and standard of living of the citizen. As growing numbers of Americans experience threats to living standards, urban services employment opportunities, housing, and other essentials of daily life, they have begun to bargain with those in power for the best possible "terms" for their social life. In doing so, those engaged in the new activism have themselves changed. They have discovered new resources, potentials, and creativity

in themselves, their traditions, and their institutions. They have reclaimed the past in the sense that they have won control over their lives by creating, in the neighborhood context, free social space allowing for the development of a democratic social movement and an autonomous democratic consciousness. These local organizations, in turn, have created cross-community networks and alliances composed of many groups, networks such as ACORN (Association Community Organization for Reform Now) and Communities Organized for Public Services. It is this possibility that is so at odds with Marxism, which focuses too much on large-scale changes and transformations and continues to treat the citizen as a client. Nineteen notes are included.

Brager, George and Specht, Harry
Columbia Univ., New York. School of Social Work.
Lois and Samuel Silberman Fund, Inc., New York.
California Univ., Berkeley. School of Social Welfare.
Community Organizing.
1973, 363p
SHR-0002715 *Available from Columbia University Press, 136 S. Broadway, Irvington, NY 10533.*

This book discusses how individuals, groups, and organizations develop the means to deal with problems in their interaction with institutions. The purpose is to explore methods of practice and not to explicate specific problems and solutions. Community organizing is viewed as an activity in which participants attempt to accomplish a substantive objective through the development of a particular policy or program. Practice and method are viewed as mechanisms for ordering the elements to be considered when practicing community work. Developing affective relations and building an organization begin with the interactional tasks of the worker, rather than with the technical tasks since the emphasis is on 'people work.' Affective relationships help establish an identification with the emerging group and a commitment to its purposes. Organization is a mechanism for achieving economy of energy in community action, creating solidarity among people, coordinating complex tasks, and focusing numerical strength. Institutional relations organizations are formal organizations whose function is to mediate the relations between institutions and individuals. The achievement of organizational purposes depends on two somewhat contradictory characteristics — the need to exercise control over members and the need to encourage creativity. Community workers exert influence by creating policy in day-to-day activity and by circumventing existing policy. Tactical choices for community action range from collaboration to disruption. The book explores how the perceptions of actors, their resources, and their relationships to each other are associated with particular types of tactics and discusses the practical principles that the creative tactician must consider. *One of a series on Social Work and Social Issues published by Columbia U. School of Social Work.*

Effects of Neighborhood Consensus on Services Delivery

Carlson, Karin
Citizens Committee for New York City, Inc.
Manufacturers Hanover Trust Co., New York.
New York Self-Help Handbook. A Step by Step Guide to Neighborhood Improvement Projects.
1978, 142p
SHR-0003012 *Available from Citizens Committee for New York City, Inc., 3 West 29th St., New York, NY 10001.*

Prepared for the residents of New York City, this step-by-step guide to neighborhood improvement projects describes and discusses types of neighborhood organizations and citizen, neighborhood, and community projects covering the broad spectrum of community needs. Block associations, junior block associations, tenant associations, neighborhood associations, volunteer placement centers, and neighborhood complaint centers are the neighborhood organizations suggested for implementation, and general guidelines for organizing are provided. The general neighborhood needs addressed by such groups are safety and security, sanitation, open spaces, projects in city parks, programs for children and young people, senior citizens, housing and neighborhood preservation, consumer affairs, and health and education. For each project, basic steps for organizing, sources for technical assistance, and existing model programs are provided. Recommendations for leasing a vacant building for community programs, fundraising, publicity, and monitoring city services are furnished along with a directory of community boards that serve New York neighborhoods. The projects range from crime prevention, fire prevention, and health care to mural painting and street games. They can involve all categories of residents – youth, adults, and senior citizens. While the book is based on New York City's experiences, the projects presented can be models for communities throughout the country. *Revision of Handbook dated 1977.*

Chaiklin, Harris
Maryland Univ., Baltimore. School of Social Work and Community Planning Research Center.
Baltimore City Dept. of Social Services, Md.
Community Organization and Services to Improve Family Living. Final Report.
Sep 70, 96p Executive Summary available from PROJECT SHARE
SHR-0000595 *Available NTIS PC $9.50/MF$3.50*

An assessment is provided of the Community Organization and Service to Improve Family Living project of the Baltimore (Md.) City Department of Social Services. The program was designed to demonstrate that if additional financial resources and expanded social services are provided, families receiving Aid to Families with Dependent Children (AFDC) can upgrade and maintain improvement in family living. Characteristics of the families involved in the program, the financial assistance, and the staff assistance are described. The staff was a team of workers that included community organizers, family aides, and volunteers. Services and outcomes are examined, and the mothers of AFDC families also assess the program. It is concluded that additional money, staff, and services have resulted in a clear but limited improvement in the material, physical, and emotional quality of family life. Families are living in housing that is in better condition, families used the services offered to

them, and the services helped families to stay together. The psychological boost provided by financial supplements was as important as the material increase. The value of community organization in public welfare has been demonstrated. Recommendations are offered concerning project outcomes.

Council for Community Services, Inc.,
Providence, R. I.
United Way, Inc., Providence, R. I.
Program Profile: Neighborhood Development.
Apr 75, 23p Executive Summary available from PROJECT SHARE
SHR-0000334 *Available SHARE PC $5.00*

The organization and development of ways of meeting the needs of low-income urban neighborhoods are explored in this report by the Council for Community Services, Inc. There is a clear need for neighborhood development in all urban communities in Rhode Island. By definition neighborhood development conceptualizes neighborhood residents going outside their immediate neighborhoods to join coalitions from other neighborhoods, linked with city and statewide agencies with mutual concerns. In some cases, urban ghetto areas may be able to benefit from the organizing energies and influence of wealthier communities if appropriate coalitions and alliances are negotiated. Funds from the U.S. Department of Housing and Urban Development (HUD) are available for neighborhood development and, in Rhode Island, there are major organizations with actual or potential impact in this area. The four basic clusters of organizations include: OEO sponsored, diocesan initiated, United Way supported, and those allied with various unions. Organizations included in the above clusters are described. Recommendations include the continuance of present agencies working in the area, implementation of the concept by neighborhood centers or settlement houses, and the development of appropriate mechanisms to link newly emerging community centers with the United Way. Portions of this document are not fully legible. *Related documents include SHR-0000332, SHR-0000333, and SHR-0000335 available from PROJECT SHARE.*

Curtis, W. Robert
Massachusetts Dept. of Mental Health, Taunton.
Community Human Service Networks: New Roles for Mental Health Workers.
1973, 8p
SHR-0002177 *Pub. in Psychiatric Annals v13 n7 Jul 73.*

The role of mental health workers in the design of human services systems within the community to resolve social problems is considered. With the exception of educators, mental health workers constitute the largest group of human service personnel. Human service resources are categorized as governmental entities, community caregivers, and community citizens. These resources are graphically illustrated, and human services provided in the State of Massachusetts are noted. Decentralization to the community level is viewed as a necessary element of human service delivery systems. It is pointed out, however, that separable services may be delivered on a centralized level. The functions of mental health workers in decentralization are delineated, including coordination, community organization, and training and sanctions. It is recommended that different models for delivering services within the interactional process of the social environment be developed. Rather than focusing exclusively on the psychological process within individuals, such models should consider such

variables as money, power, and values. The role of mental health workers in model development is important because of their special knowledge of individuals. An interactional intervention model incorporating team problem solving in a social network is described. *Presented at the Annual Meeting of Psychiatric Outpatient Clinics of America, New York City, March 15, 1973.*

Davis, Susan A.
National Self - Help Resource Center, Inc., Washington, D.C.
Community Resource Centers: The Notebook.
1976, 100p
SHR-0002762 *Available from National Self - Help Resource Center, Inc., 2000 S St.NW, Washington, DC 20009.*

This notebook on community resource centers was produced as part of a total program administered by the National Self-Help Resource Center. Community resource centers serve as places to keep in touch with people, provide fair and thorough information about community issues, ask for and act on citizen opinions, exchange information, and build coalitions to resolve community problems. These centers provide means to information exchange, community dialog, and coalition building. Starting points in the establishment of a center involve the determination of community needs, the evaluation of resources, the assessment of available support, program planning, decisionmaking and legal structure planning, and operational planning. Operational planning involves arranging for such elements as location, staff, management, budgeting and accounting, evaluation, fundraising, public relations, meetings, brainstorming, and the use of volunteers. Operating methods involve the use of resource directories, citizen talent banks, resource libraries, citizen communication, and followup for information sharing and exchange; tools and programs for community dialog; and the identification of potential coalitions and the provision of center services on request for coalition building. Suggestions for center expansion are offered, and a resource directory is included.

Ecklein, Joan Levin and Lauffer, Armand A.
Boston State Coll., Mass.
Council on Social Work Education, New York.
Michigan Univ., Ann Arbor. School of Social Work.
Community Organizers and Social Planners: A Volume of Case and Illustrative Materials.
1972, 390p Executive Summary available from PROJECT SHARE
SHR-0000805 *Available from John Wiley and Sons, Inc., 605 Third Ave., New York, N.Y. 10016, $8.75.*

Case studies are reported that depict problems and projects handled by professionals involved in community organization and social planning. The compilation of case studies is the result of a 3-year comprehensive study of the community organization curriculum in graduate social work education sponsored by the Council on Social Work Education. The purpose of the case study volume is to provide relevant and useful teaching material for formal educational and agency inservice training programs to prepare staff competent in community organization and social planning. Case and

illustrative materials show community organizers and social planners at work in various settings. Information on each case study was obtained from 1965 through 1969, and a conceptual framework was devised for organizing all case reports. That framework defines organizers as individuals who direct their activities toward modifying the behavior of people in their roles as citizens, consumers, members, or functionaries of of organizations. Social planners are defined as individuals who direct their activities toward the modification, elimination, or creation of policies, programs, services, or resources in organizations and social institutions. An appendix contains the interview guide used to obtain case study materials.

Ehrlich, Phyllis
Southern Illinois Univ., Carbondale.
Rehabilitation Inst.
Administration on Aging, Washington, DC.
Mutual Help for Community Elderly: The Mutual Help Model. Volume II. Handbook for Developing a Neighborhood, Group Program.
Dec 79, 80p Executive Summary available from PROJECT SHARE
SHR-0004355 *Available NTIS PC $9.50/MF$3.50*

Intended for administrators and program developers involved in the delivery of community services for the elderly, this handbook provides practical steps to follow in establishing and maintaining a decentralized, group-oriented community program known as the "mutual help" model. The model may be sponsored by multipurpose senior centers, social agencies, or community health centers, and features a decentralized service program of small social groups organized within identifiable neighborhoods for the elderly. All elderly residents (mobile and homebound) of that geographic area are members. The model emphasizes that each older adult has both resources and needs that can be met in different ways, and builds a community within a community as an alternative to social isolation, relocation, premature hospitalization, or institutionalization. Practical information is provided for getting such a program started, including hiring the supervisor, establishing community contacts, hiring community workers, locating the elderly, dividing the neighborhood into groups, orienting staff, and calling the first meeting. Information on running the program covers supervising, recording, leading a neighborhood group, program ideas, setting up a board of directors, and evaluating the program. Two main factors in making such a program work are assessing the role the program is providing for each of the group members, and having enough personal contact with elderly persons within the neighborhood to know their individual needs. Figures and a bibliography of informal support programs for the elderly are included. *See also Volume I, SHR-0004354.*

Effects of Neighborhood Consensus on Services Delivery

Fainstein, Norman I. and Martin, Mark
Columbia Univ., New York. Bureau of Applied Social Research.
National Science Foundation, Washington, DC. Div. of Advanced Productivity Research and Technology.
Support for Community Control Among Local Urban Elites.
1978, 26p
SHR-0005685 *Pub. in Urban Affairs Quarterly v13 n4 p443-468 Jun 78.*

This study examines radical and conservative interpretations of community control, analyzes community control attitudes of groups of New Yorkers, and discusses trends toward a decline in control for radical goals and emergence of control for conservative goals. Three interpretations of community control are advanced: minority group liberation, community empowerment as a new left program, and community empowerment as a conservative progam. Attitudes toward community control of local elites (those most politically active and influential within city districts) in New York City, 1972 to 1974 are analyzed using these interpretations. Findings indicate substantial levels of support for some form of community control among both white and minority respondents. While there are interracial differences in the degree of operational support for community control, these differences decreased from 1972 to 1974 as overall support increased. Variations in the level of support for community control are best explained by indices reflecting evaluation of governmental performance and orientations to minority group power and to economic left ideas. The general interracial increase in support for community control, and the pattern of association of the three indices with each other and with support for community control, suggest that (1) community empowerment interpretations predominate; (2) of these, new left empowerment interpretations are the most prevalent; (3) a marked constituency of whites who support a conservative empowerment interpretation exists; while (4) no significant minority group liberation constituency exists. Implications are that contradictions inherent in the community control strategy have conservative consequences. Tables, 2 footnotes, and 16 references are included. Appended tables display characteristics of the sample of local elite and district residents. (Author abstract modified) *New York City Neighborhood Project, Columbia University.*

Gittell, Marilyn; Hoffacker, Bruce; Rollins, Eleanor; Foster, Samuel and Hoffacker, Mark
National Inst. of Education, Washington, DC. Program on Educational Organizations and Local Communities.
Limits to Citizen Participation: The Decline of Community Organizations.
1980, 280p
SHR-0005519 *Available from Sage Publications, PO Box 5024, Beverly Hills, CA 90210.*

The involvement of 16 community organizations (located in Atlanta, Ga.; Los Angeles, Calif.; and Boston, Mass.) in school politics is surveyed. The findings are based on the following information gathered by researchers from within each organization: membership and leadership questionnaires, organizational leader interviews, organizational meeting observations, organizational documents,

observations at school board meetings, decisionmaker interviews, special research reports prepared by the researchers, and the journals prepared by the site coordinators in each city. The analysis of the data indicates that citizen participation in school affairs has declined during the 1970's. Citizen organizations have little influence on the educational decisionmaking process; lower-income communities lack political action-directed organizations and are frustrated over the disinterest in school affairs. Furthermore, in all three cities, advocacy organizations have been replaced by service delivery and mandated advisory organizations due to Federal, State, and local policies which provide funding to community organizations for the delivery of supplementary educational services. Their interdependence with the schools deters organizations from becoming involved with substantive educational issues. Mandated organizations merely provide a legitimization for official school policy. Middle-income to upper-income organizations had more resources and greater access to decisionmakers, while lower income organizations had to become service delivery oriented to maintain themselves. The middle-income to upper-income organizations also found it easier to build networks with other organizations; mandated organizations were the most isolated, interacting mainly with their mandating institution. The study concludes that the prospects of effective citizen participation in educational decisionmaking do not look very promising, especially for the lower-income population. Tables are included. A bibliography of approximately 200 references and organization profiles are appended. *Sage Library of Social Research, volume 109. This work originally prepared as part of Citizen Organizations: A Study of Citizen Participation in Educational Decisionmaking by the Institute for Responsive Education.*

Glass, James J.
Citizen Participation in Planning: the Relationship Between Objectives and Techniques.
1979, 10p
SHR-0005689 *Pub. in Jnl. of the American Planning Association v45 n2 p180-189 Apr 79.*

An overview of the role of citizen participation is presented; objectives of citizen participation are identified and techniques suggested to achieve these goals. Citizen participation has become a common element in planning efforts, but disagreement exists over whether it serves the government by increasing citizen trust and confidence or is actually a means for individuals to influence decisions. General objectives of citizen participation are information exchange, education, support building, supplemental decisionmaking, and representational input. Techniques to achieve these objectives can be structured, unstructured, active process, and passive process. Specific techniques are matched with appropriate objectives in a table. For example, citizen task forces constitute a structured method of building support and educating the community while a citizen survey is a passive process for soliciting representative community views. An illustration of the relationship between objectives and techniques is found in discussion of the following activities: neighborhood meetings, citizen advisory committees, the nominal group process for conducting structured group meetings, and the citizen survey. Because selection of a technique depends on the situation and objectives sought, clear formulation of program goals is essential to success. If a firm commitment to citizen participation exists, a continuous, multifaceted system should be developed. Footnotes and references are included.

Effects of Neighborhood Consensus on Services Delivery

Goering, John M.
National Inst. of Mental Health, Rockville, MD. Center for the Study of Metropolitan Problems.
Ford Foundation, New York.
New York Foundation, NY.
New York Community Trust, NY.
National Neighborhood Movement: A Preliminary Analysis and Critique.
1979, 9p
SHR-0005698 *Pub. in Jnl. of the American Planning Association v45 n4 p506-514 Oct 79.*

This article examines the issues, dilemmas, and current ideologies of the national neighborhood movement. A national movement to preserve neighborhoods began in the 1950's and grew stronger in the 1960's through antipoverty programs. Both the urban poor and middle class felt a need to control their cities and assure themselves vital services that centralized Federal programs often failed to produce. Nevertheless, as the movement grew, it became splintered by conflicting ideologies and goals. Groups such as the National Association of Neighborhoods press for citizen control for its own sake, seeking compromise rather than basic changes in the political system. A more hostile, conservative movement seeks local defenses to prevent government intrusion. Still other groups seek to raise antagonisms against the establishment to both unify neighborhoods and gain results through the only means they know: protest and confrontation. However, tactics of confrontation often backfire or prove ineffective where resources are scarce. Finally, some neighborhood groups blame capitalism and the disinvestment of inner city neighborhoods by banks and other institutions for the decline of cities. These groups push for public ownership of property and other socialist solutions. Although the national neighborhood movement has been unified to some extent and gained some government recognition, neighborhood interest groups have not obtained much funding for their programs. Moreover, it is not clear how the diverse viewpoints within the movement will coexist. Further problems for the movement are caused by racism, the difficulty in defining neighborhoods, community apathy, lack of uniformity of community needs, and the impermanence of neighborhood groups. Notes and 37 references are included.

Goldstein, Ardath Ann
North Carolina Governor's Office of Citizen Affairs, Raleigh.
Getting Together: A Community Involvement Workbook.
Mar 78, 115p
SHR-0003105 *Available from Governor's Office of Citizen Affairs, 116 West Jones St., Raleigh, NC 27611.*

A community resource publication of the North Carolina Governor's Office of Citizen Affairs, this workbook is intended as a starting point for North Carolina communities interested in encouraging volunteer efforts to deal with peoples' problems and improve the community environment. The thrust of the workbook is to motivate citizen involvement in dealing with community problems, while providing suggestions for citizen involvement vehicles and strategies. Various vehicles for citizen involvement in community issues are listed and briefly described. A community needs assessment is described as the first step toward the development of relevant strategies for problem solving. The

nature of the Volunteer North Carolina Skills Bank, a computerized listing of all people in North Carolina desiring to share their skills, is described, and a sample participant form is included. Typical existing community resources are listed, and steps for identifying the resources available in a particular community are noted. Typical volunteer jobs in various areas of community life are also indicated. One section of the workbook is devoted to outlining some of the programs that the government has developed to help communities help themselves. Various government agencies responsible for administering different types of programs are listed and their activities are briefly described. A section dealing with resource coordination lists local organizations considered examples of successful community action programs, and the characteristics of community involvement centers, voluntary action centers, and information and referral centers are described. General guidelines for beginning a citizen involvement program are also provided. Resource materials, recommended readings, national organizations and programs, State programs and organizations, a modified list of human service agencies in North Carolina, and regional government and planning offices are listed. A bibliography and index are provided.

Hallman, Howard W.
Ford Foundation, New York.
Organization and Operation of Neighborhood Councils: A Practical Guide.
1977, 158p
SHR-0005454 *Available Praeger Pubs., 383 Madison Avenue, New York, NY 10017.*

This book is based on case material from 30 cities and counties, representing a cross section of ways to approach organization and operation of neighborhood councils. The various forms which neighborhood councils can take are listed as charter-created boards; simultaneously organized citywide networks; phased organizing with expanding coverage; associations with de facto recognition; and independent councils. It is suggested that community citizens and officials review these alternatives and choose the one most suitable for them as a point of departure. A table lists 30 localities with neighborhood councils, classified according to the previously described types of neighborhood councils. The guide describes the legal basis and extent of neighborhood council authority and the political roles and social position of initiators and opponents (elected officials, administrative officials, citizens, and special interest groups). Types of administrative agencies that may be assigned to work with neighborhood councils are also described, as are staffing and financing patterns. Advice on organizing neighborhood councils is given, and neighborhood councils are viewed both from a local government's and a neighborhood's perspective. Patterns of communication among neighborhood council staffs, city and county officials, citizens, business operators, and property owners are outlined and ways in which neighborhood residents can participate in governmental programs are described. Evaluation criteria for assessing the effectiveness of neighborhood councils are outlined. The book includes essays on broader issues such as political relationships of neighborhood councils, management decentralization in neighborhoods, and a proposal for a neighborhood government. An appendix gives addresses of local programs and an index classified by locality. Each chapter includes a commentary and a list of references. *Published in cooperation with the Center for Governmental Studies. Praeger Special Studies in U.S. Economic, Social, and Political Issues.*

Effects of Neighborhood Consensus on Services Delivery

Hojnacki, William P.
What is a Neighborhood.
979, 6p
SHR-0006768 *Pub. in Social Policy v10 n2 p47-52 Sep/Oct 1979.*

An operational definition of what counts as a neighborhood and a classification of neighborhoods are provided to help government policymakers develop programs that will impact in the same way on a broad range of neighborhoods. Previous definitions developed by sociologists and planners have not proved adequate for policymaking purposes. Neighborhoods, as government officials find them and as residents identify them, are different from the concept of territorial inhabitation traditionally used by scholars to define neighborhoods. Recent findings indicate that Peter Berger's definition is most apt: "A neighborhood is what people who are there say is a neighborhood." However, these findings also suggest that what people say depends on attitudes that relate to particular neighborhood identifications. These indentifications can be linked to social, economic, and geographic characteristics that establish a framework for an operational definition of neighborhoods. Neighborhoods seem to be defensive in nature, depending on attitudes that define what is to be protected by establishing clear and defendable boundaries. Current knowledge establishes three kinds of neighborhoods (emergent, traditional, and immediate) depending on three kinds of attitudes: identification with geographic configuration; identification with social organizations; and levels of perceived threat by outward groups and levels of optimism. Emergent neighborhoods are large, diverse geographic sections of metropolitan areas with no common agreement on boundaries, little ongoing interaction among groups, low levels of perceived threat, and high levels of optimism. As the name suggests, these are usually newer, developing regions. Traditional neighborhoods are generally smaller than emergent neighborhoods, have well-defined boundaries, are relatively homogeneous, exhibit high levels of interaction, high levels of perceived threat, and high levels of optimism concerning the viability of the neighborhood. Immediate neighborhoods overlap one another and exist as pockets in both emergent and traditional neighborhoods; they have low levels of organized interaction, yet are socially homogeneous. Feelings of being threatened are at the highest level and optimism concerning the future are at the lowest level in immediate neighborhoods. Twenty-seven notes are provided.

Koneya, Mele
Citizen Participation Is Not Community Development.
1978, 7p
SHR-0004339 *Pub. in Jnl. of Community Development Society of America v9 n2 p23-29 Fall 1978.*

The difference between community development and citizen participation programs is discussed. Although both types of programs are concerned with getting citizens to form effective coalitions to create a functional community, the decision to include citizens to a greater extent is made by the government in citizen participation programs. Community development is a citizen-originated activity that organizes and uses citizen power to reach upward toward government. In short, community development is citizen-centered, while citizen participation is government-centered. The extreme democratic ideal, called utopianism, recognizes that citizens are capable of handling power and authority without dependence on outside leadership, and this is the classic expression of community development ideology. In contrast, citizen participation creates and sustains a dependency relationship between the citizens and their government, because the focus of power never really shifts from the government to the citizens. Community developers work with citizen groups not just to solve

problems but to build effective problem solving groups. Citizen participation organizers help solve a problem, but once it is solved, they move on without much concern for whether a viable group remains. The best state of democracy can be achieved through the mutual efforts of government reaching out and citizens reaching in. A graph and eight references are included.

Kotler, Milton
Public Policy for Neighborhood and Community Organizations.
979, 7p
SHR-0006769 *Pub. in Social Policy v10 n2 p37-43 Sep/Oct 1979.*

A set of policy recommendations according to which neighborhood and community organizations can become partners in governance with local, State, and Federal authorities is outlined. It is in the interest of local and Federal governments to enlarge the share of community organizations in governing in order to promote political efficiency, especially in a time of budget and tax restraint, and it is in the interest of the organizations to accept increased governing responsibility in order to strengthen citizen ties to the community for social justice and the common good. The keystone of the policies that should guide both government officials and neighborhood groups is the competency of community organizations to deliver social services and establish housing and economic development programs. Recent case, profile, and survey data allow reliable conclusions to be drawn concerning the governing capacity of neighborhood and community organizations. These conclusions can be grouped around five principles of governance: independence, scope of authority, effectiveness of operation, democratic participation, and social justice. The National Commission on Neighborhoods' studies show that 78 percent of existing organizations were initiated by independent, nongovernmental groups. Organizations are also independent in their funding structure. Studies report that nongovernmental funding accounts for 72 percent of resources and is expanding. The scope of authority of neighborhood and community organizations derive from the grassroots concerns of residents, and hence the issues involved range from very local to national issues. While no single issue dominates others, concerns cited in studies fall into the categories of housing, crime, urban planning and development, health and social services, and government services. In terms of activity level – funding, staffing, and leadership – all studies show high levels of efficiency in these organizations. Democratic participation is evidenced in the decisionmaking structures, constitutions, selection procedures for leadership roles, and issue orientation of the neighborhood groups studied. The commitment to social justice is especially clear in the organizations and is especially important in this period of budgetary contraction. As more and more organizations turn from issue advocacy to the delivery of social services, their ability to govern and the value of their governance will be increasingly apparent. Four references are supplied.

Effects of Neighborhood Consensus on Services Delivery

Lauffer, Armand
Social Planning at the Community Level.
1978, 334p
SHR-0004439 *Available from Prentice Hall Inc., Englewood Cliffs, NJ 07632.*

This comprehensive textbook on social planning at the community level, suitable for students, instructors, and professional social planners, discusses community social problems and social services, systematic problem solving, the coordination of services, and citizen participation in the planning process. Three local planning projects are described in detail. Planning tools – social indicators, benefit-cost analysis, consumer and client analysis, input-output analysis, gaming techniques, and others – are introduced; and the history of institutional services is summarized. Planning is described as a systematic process, beginning with problem definition and moving in an ordered fashion through the development of a planning system or structure of relationships, goal and strategy development, program or plan implementation, and evaluation. The relationships between one step and another are explained. An overview of methods for coordinating services of many social planning agencies is provided, and the pros and cons of comprehensive planning at the local level are explored. Three national trends that affect coordination and planning at the community level are discussed in detail: the transfer of planning from the Federal government to local authorities; functional consolidation of district and local governments; and the creation of administrative mechanisms. Line drawings and charts clarify the text. Each chapter includes a review, supplementary questions and activities, and a list of recommended readings. An index is provided. *Prentice-Hall Series in Social Work Practice.*

Lockhart, George and Vigilante, Joseph L.
Community Organization, Planning and the Social Work Curriculum.
1973, 7p
SHR-0005282 *Pub. in Community Development Jnl. v9 n1 p64-70 Jan 74.*

This article presents arguments for the linkage between social work and grass roots community organizations, and describes a social work curriculum that prepares students to apply social planning techniques to community organizations. Two major thrusts are apparent in the social change process: the development of organizations at the grass roots level and of those that are institutionally directed. Local grass roots organizations often bypass established social planning organizations because they are seen as unable to fully comprehend community needs. One of the first efforts to identify professional social work with grass roots community organization came about in New York in 1963 with the Mobilization for Youth experiment. Increasingly, the roles of grass roots organizers and social work professionals are merging, since the social worker possesses a combination of skills, knowledge, and values necessary to community organization and social planning. Moreover, the involvement of social workers in social planning serves to humanize social planning by promoting communication between planners and local people. The new curriculum in community organization is attempting to prepare students for engaging in both social planning and in grass roots organization at the neighborhood level. The development of organizations at the grass roots level linked with social planning at broader community and governmental levels can be an important instrument of social change. A total of 11 footnotes are included.

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McClaughry, John
Institute for Liberty and Community,
Concord, VT.
Office of Minority Business Enterprise,
Concord, VT.
Department of Commerce, Washington, DC.
Recycling Declining Neighborhoods: Give the People a Chance.
1978, 34p
SHR-0005763 *Pub. in Urban Lawyer v10 n2 p318-351 Spring 1978.*

Federal urban renewal policies are examined and several resident-controlled revitalization projects are described. Federal categorical grant programs enacted in the 1960's to resolve the urban crisis were inequitable and ineffective, and in 1974 the revenue sharing approach was initiated. The Community Development Block Grant (CDBG) provided some possibilities for the growth of community-sponsored revitalization efforts, as evidenced in Providence, Birmingham, Dayton, Pittsburgh, and St. Louis. Unfortunately, State and local laws often frustrate renovation activities of citizens' groups. In some cities, ownership of a dilapidated or abandoned building is difficult to ascertain, and building codes can not only increase construction costs but also destroy a building's historical character. Other obstacles include housing code enforcement policies, the requirement of performance bonds for small contractors, and laws concerning equal opportunity, affirmative action, and environmental impact. Many States have laws that can be used by neighborhood organizations to implement their plans, particularly in acquiring abandoned buildings. Illinois, Missouri, and Michigan have laws authorizing private neighborhood redevelopment corporations to develop blighted areas, while Pennsylvania gives a tax credit to businesses that contribute to neighborhood improvement. A responsible people-power agenda for a Federal neighborhood policy should include CDBG's, the Neighborhood Housing Services model of self-help programs, the reinsurance of private mortgage insurance, encouraging private investment, and tax law changes. Footnotes are provided.

Mollenkopf, John
Neighborhood Politics for the 1980s.
979, 4p
SHR-0006770 *Pub. in Social Policy v10 n2 p24-27 Sep/Oct 1979.*

Policies and courses of action that neighborhood groups and neighborhood-based coalitions should pursue in the 1980's are outlined. The context in which neighborhood groups find themselves is dramatically different from that of the past several decades. With the passage of Proposition 13 in California, the taxpayer revolt has come into being, a revolt directed mainly at the local level of government and the disparity between the services local governments provide and those that taxpayers want. To the extent that neighborhood groups have fallen into the "pork-barrel" liberalism of the 1960's and 1970's, they will suffer from the changed context of politics which, in California, has shifted the dependence for services from localities to the State, a more conservative level of government that is mainly responsive to rural interests. This circumstance, however, also offers neighborhood groups a positive opportunity. They are in a position to attempt to meet the objections raised by the taxpayer revolt by designing a package of programs that genuinely responds to community needs and that builds political constituencies in the process. To realize such a goal, neighborhood organizations and their allies should carry out four policies: (1) they should move beyond lobbying and single-issue activism into the electoral arena; (2) they should build coalitions among ethnic and one-issue groups and between neighborhoods and the labor movement; (3) they should find ways

to build a mutual interdependence between issue activism and electoral activism and; and (4) they should create tailormade government services that satisfy community needs and strengthen new constituencies for the public sector. In place of traditional liberalism, a political movement of this sort would create programs that enhance the quality of community life in an inflationary era and provide ways of holding government accountable.

Naparstek, Arthur J. and Kollias, Karen
Ethnic and Class Dimensions in Neighborhood: A Means for the Reorganization of Human Service Delivery Systems.
1975, 9p
SHR-0005148 *Pub. in Jnl. of Sociology and Social Welfare v2 n3 p406-414 Spring 1975.*

This paper analyzes policy issues of the 1960's and 1970's in regard to human service delivery systems and reviews the literature that links human service needs to ethnicity and social class in a neighborhood context. In the 1960's, a vast array of social policy legislation, such as the Area Development Act, Social Security Act amendments, the Elementary and Secondary Education Act, and the Voter Registration Act, was directed at the problems of race, delinquency, urban and rural poverty, unemployment, and the physical deterioration of inner cities. These acts attempted to encourage social institutions to attack poverty and provide mobility opportunities for the poor. By the end of the decade, these service reform initiatives were dismantled under the guise of administrative reform. The failure of the significant reforms and important research efforts to reconstruct the delivery system has spurred discussion about future efforts. However, unless these discussions take into consideration those neighborhood-based cultural and organizational networks that have potential for support of services, then the new approaches will be ineffectual. A review of the literature on ethnicity, social class, and well-being shows that both ethnicity and social class have powerful impacts on mental health and mental illness, with distinct implications for prevention and treatment. Other works show the importance of neighborhood-based networks in understanding how people solve their problems and cope with crises outside the professional agency context. Overall, ethnicity and social class must become critical factors in any discussion of service reorganization, with major emphasis on the importance of the neighborhood as a base from which to develop linkages to services. Footnotes are included.

Naparstek, Arthur J.
University of Southern California, Washington, DC. Washington Public Affairs Center.
National Inst. of Mental Health, Rockville, MD. Mental Health Services Development Branch.
Community Analysis Data Report. Volume I: Appendix. Neighborhood and Family Services Project.
31 Oct 78, 113p Executive Summary available from PROJECT SHARE
SHR-0003492 *Available NTIS PC$11.00/MF$3.50*

Effects of Neighborhood Consensus on Services Delivery

An appendix to the Community Analysis Data Report on the Neighborhood and Family Services Project, this report presents data and findings in tabular form. The project recognizes and uses the unique cultural and organizational differences among neighborhoods by building and rebuilding neighborhood support systems to reduce negative attitudes associated with mental health services among ethnic working class populations, develop service deliveries congruent with life styles of these populations, and determine necessary rearrangements of formal service delivery and develop policy on the national, State, and local levels in support of community mental health services. The tables in this appendix are organized according to the chapters in which they appear and contain notes explaining the form of the data and any deviations from standard statistical analysis. The report contrasted both the availability of various mental health services and the use of these services in Baltimore, Md., and Milwaukee, Wis. In both cities, according to neighborhood leaders and other social service groups surveyed, the major problems of teens stem from family relationships, use of drug and alcohol, and lack of recreational opportunities. Milwaukee teens were more likely to seek help, while Baltimore teens avoided mental health services. Separated and divorced persons were likely to seek help, as were the elderly. Domestic problems and finances were listed as the major problems of families. In both cities, distressed families were either coping or getting help. In Baltimore, community leaders, community groups, and professional agencies were all good sources of mental health referral information, but schools were unaware of services, even for teens. Milwaukee schools were better informed but community resource personnel in the city lacked referral information. *See also companion document, SHR-0003493.*

Naparstek, Arthur J.
University of Southern California, Washington, DC. Washington Public Affairs Center.
National Inst. of Mental Health, Rockville, MD.
Community Mental Health Empowerment Model: Assumptions Underlying the Model/Review of the Literature.
Jul 78, 27p Executive Summary available from PROJECT SHARE
SHR-0003488 *Available NTIS PC $6.50/MF$3.50*

Literature that serves as background for the Community Mental Health Employment Model is reviewed. A description of the model can be found in a companion volume. Assumptions underlying the development of the model are stated, followed by discussion of the literature from which each assumption is derived. The first assumption notes that social class and ethnicity are important variables affecting attitudes toward and use of mental health services; there is a documented underutilization of professional mental health services by ethnic working populations. A second assumption states that neighborhood attachment is a positive resource that can and should be used as a basis for community mental health services. It is the neighborhood that is the context for a strong social fabric and the mediating institutions that influence the most immediate life experiences. A third assumption indicates that a sense of competency, self-esteem, and power is important to the mental health of the community. Professional services should be designed to nurture these mental health factors. A fourth assumption notes that the community, not agencies, are responsible for the mental health of the neighborhood. The role of professional services vis-a-vis the role of the local neighborhood in providing support to community members needs to be rethought. A final assumption observes that, as part of the overall human services system, mental health services suffer from problems of accessibility, funding, community involvement, duplication, lack of coordination, and fragmenta-

tion of services. These problems need to be addressed as part of an overall human services system approach to service delivery. A bibliography is provided. *See also related document, SHR-0003489.*

National Commission on Neighborhoods, Washington, DC.
People Building Neighborhoods: Final Report to the President and the Congress of the United States.
19 Mar 79, 358p Executive Summary available from PROJECT SHARE
SHR-0005520 *Available from Superintendent of Documents, Government Printing Office, Washington, DC 20402, order number 052-003-00616-2.*

This comprehensive report by the National Commission on Neighborhoods identifies factors contributing to neighborhood decline, especially in the cities, and recommends legislation and administrative activities to promote neighborhood survival and revival. Five task forces investigated the areas of economic development; reinvestment; human services; fiscal and legal obstacles to neighborhood revitalization; and governance, citizen involvement, and neighborhood empowerment. Noting that neighborhoods that are denied financing cannot survive, the commission recommended antidiscrimination legislation, strengthening of the Home Mortgage Disclosure Act and the Community Reinvestment Act, and more attention by the Department of Housing and Urban Development to low-income and moderate-income persons. The commission further recommended restoring the productive capacity of distressed neighborhoods through such policies as Federal full employment, neighborhood-based economic development programs, and urban industrial location policies; development of neighborhood self-reliance through Federal income tax reform, property tax reform, and neighborhood integration; and improvement in the delivery of human services by establishment of neighborhood human service systems, appointment of a neighborhood advocate in DHEW, the use of training and technical assistance funds, and establishment of a title XX ceiling of $3.45 billion in fiscal 1981. Other recommendations focus on alleviating the problems of racial minorities in urban neighborhoods and encouraging the development of citizen participation and neighborhood capacity. A list of staff and consultants and additional views are appended. Footnotes are provided for each chapter.

Neuber, Keith A.; Atkins, William T.; Jacobson, James A. and Reuterman, Nicholas A.
Michigan Univ., Ann Arbor. Continuing Education Program in the Human Services.
Needs Assessment: A Model for Community Planning.
1980, 107p
SHR-0004429 *Available from Sage Publications, Inc., Box 5024, Beverly Hills, CA 90210.*

This manual's goal is to provide a practical, usable needs assessment model for community human service agencies. Although the model was developed and used in community mental health, it is useful for other service settings as well. Community-oriented needs assessment's main goal is to

facilitate community input into human service delivery. Needs assessment information can be used in defining needed services, in program development, in interagency cooperation, and in funding and accountability. The model is designed to use data from three sources: demographic and statistical profiles, designated key informants, and individual interviews with randomly selected and potential consumers. The manual presents step-by-step directions for conducting presurvey activities, setting up interviewing procedures, collecting and analyzing data, and using findings both within agencies and in broader community planning efforts. Preassessment activities include organizing, choosing data sources, developing assessment instruments, generating publicity, and assuring of human rights. Interviewing procedures include selection and training of interviewers, interviewer identification, and field control. Each of the model's components may be used as presented or modified to meet specific local needs. Chapter notes and appendices presenting samples of instruments, press releases, consent forms, and letters, and examples of data sources, sampling procedure, and data use for service delivery are included. *Sage Human Services Guide 14.*

New York City Advisory Board to the Dept. of Mental Health, Mental Retardation and Alcoholism Services. Urban Crisis Committee.
Reviving a Sense of Community. A Report of the Citywide Urban Crisis Committee.
29 Mar 78, 28p
SHR-0002931 *Available NTIS PC $6.50/MF$3.50*

Employment opportunities, urban family policies and support for effective family functioning, and restrictions imposed by racial discrimination are covered in this report on unity in urban communities. The most urgent problem faced by cities is unemployment, and this problem is directly related to community stability and to the mental health of individuals and communities. A multifaceted approach to increasing job opportunities for youth and their parents and effective on-the-job training programs that provide basic skills are needed. Motivation and attitude are as important as training in the retention of jobs. Social supports, incentives to develop potential, and opportunities to participate in communal activities are necessary for apathetic persons who are unemployed. The employment thrust also needs to focus on efforts that will improve the educational process in schools so youth can develop interpersonal skills required to live in a complex urban society. The urban family, regardless of differences in structure, class, geography, and ethnic identity, is the primary and potentially the most efficient support system in communities. Social and economic problems should be addressed simultaneously in order for the family to survive and contribute to constructive social interaction and stability. There is an important connection between employment and family stability, and employment and public assistance programs should be coordinated with family support programs. If communities are divided by income and class, more racial discrimination will occur. Ethnic or minority groups are politically weak and often fail to utilize the advantage of community coalitions that can serve to unite them. Recommendations on community stability, specifically for New York City, are offered. Persons who contributed to the report's preparation are listed.

Norfolk Community Services Focus Team, Va.
Norfolk Community Mental Health / Mental Retardation Services Board, Va.
Report of the Activities of the Norfolk Community Services Focus Team for the

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Period July-December, 1975.
Feb 76, 28p
SHR-0001002 *Available NTIS PC $6.50/MF$3.50*

The activities of the Community Services Focus Team of the Norfolk Mental Health/Mental Retardation Services Board during its initial period of operation are documented. The Community Services Focus Team was established to address the coordination and provision of a comprehensive community mental retardation services system. The goals established by the Norfolk Focus Team are (1) to assist clients and their families in the identification of available and appropriate resources and (2) to assist the community in the identification and development of new, needed services. The team is composed of representatives from a number of community agencies and provides a framework for bringing service providers together. A set of procedures for each team operation was outlined, specifying the manner in which referrals are made, information is gathered, parents are informed of meetings, and review program planning and followup are carried out. The focus team concept emphasizes two principles: client planning is centered around how an individual can best be served in the community, and the family is actively involved in these deliberations. Tabular summaries are provided of case reports in which 46 individuals or families have been served. The advantages of the focus team include improved service delivery, community agency cooperation, development of relationships with providers outside the Norfolk area, and identification of community needs. It is concluded that the activities of the Community Services Focus Team during its first 6 months demonstrate a valuable and viable approach to serving the mentally retarded.

Perlman, Janice
Grassroots Empowerment and Government Response
979, 6p
SHR-0006771 *Pub. in Social Policy v10 n2 p16-21 Sep/Oct 1979.*

The approaches, characteristics, degree of acceptance by various levels of government, and problems of the neighborhood movement are presented in an attempt to assess the current status of the movement. Community organizations and neighborhood groups have not only increased their numbers over the past decade, but also broadened their scope. According to the National Commission of Neighborhoods, there are currently over 8,000 neighborhood groups in the United States, most of which are no longer merely passive protest groups interested only in single-issue politics. Rather, they tend to be actively interested in programs and policies of local and national scope. In pursuing their goals, neighborhood groups employ one or more of three basic approaches: they pressure existing institutions; they attempt to win elections; and they establish alternative, self-help institutions. In addition to basic approaches to power, recent research indicates that neighborhood groups share in common six characteristics (1) full-time, paid professional staffs; (2) well-developed fundraising capacities; (3) sophisticated modes of operation (including street organizing, issue research, information gathering and dissemination, negotiation, management and evaluation of services, lobbying, and government program monitoring); (4) issue growth from the neighborhood to the nation; (5) participation in multifaceted support networks; and (6) coalition building with one another, public interest groups, and organized labor. Support networks and coalition building have been especially important. Support networks are both a measure of the sophistication of neighborhood groups and a factor contributing to their increased sophistication. Numerous coalitions have arisen from community organizations to become powerful in their own right. Neighborhood groups have in recent years gained recognition and acceptance by governments at the local, State, and national levels to the degree that several departments in the Federal Government have developed programs to aid

them, and cities and States have enlisted their aid in determining the distribution pattern of Federal block-grant funds. Indeed, it is the acceptance by government that stands as the greatest problem to the movement. Funding and the cooperation it sometimes implies threatens to bring neighborhood groups too close to the power structures whose neglect and policies brought them into being. One table and 15 notes are provided.

Perlman, Robert and Gurin, Arnold
Council on Social Work Education, New York.
Social and Rehabilitation Service, Washington, D.C.
Community Organization and Social Planning.
1972, 302p
SHR-0000678 *Available from John Wiley and Sons, Inc., 605 Third Ave., New York, N.Y. 10016, $9.95.*

Community organization and social planning are reviewed in a textbook that resulted from a study conducted by the Council on Social Work Education. In compiling information for the study, staff of the community organization curriculum development project conducted interviews with practitioners and made field visits to a number of social work programs in different parts of the country, including projects in both voluntary and governmental agencies at national, State, and local levels. The primary purpose of the textbook is to provide faculty and students with relevant and useful information on social work disciplines. It is also designed to be of value for agency inservice training and continuing education programs. The organizational framework for community organization and social planning is discussed, along with necessary elements of practice in such organization and planning. Three areas of community organization and social planning are identified: (1) voluntary associations; (2) agencies that provide services directly to clients; and (3) planning organizations. The goal of comprehensive planning is considered, and the future of social work practice is examined. An appendix outlines the contents of a companion volume to the textbook entitled 'Community Organizers and Social Planners: A Casebook.'

Porter, Paul R.
Neighborhood Interest in a City's Recovery.
1979, 7p
SHR-0005690 *Pub. in Jnl. of the American Planning Association v45 n4 p473-479 Oct 79.*

This article examines the problems of urban redevelopment and proposes that the greatest potential for recovery can be expected from neighborhoods which have lost many residents and commercial services. Recovery does not mean a return to the past but is the regaining of a city's capabilities to attract residents in competition with the suburbs, support a high level of economic development, and be financially solvent without subsidies. Although popular opinion reflects a belief that cities are fast regaining residential competitiveness, in reality cities are losing their populations with stunning swiftness and are subject to a downward spiral of declining population, smaller tax base, heavier tax burdens, and cuts in services. Neighborhoods can be classified as flourishing, weakening, depleted, and dying based on degrees of home maintenance, available commercial services, and population patterns. The expanding numbers of households and the high costs of operating automobiles could

benefit cities. However, the common process termed gentrification in which neighborhood residents are replaced by newcomers in higher income brackets probably will not stabilize urban population. Replacing idle city lands with a new town-in-town has not been successful, but depleted neighborhoods with a little vacant land are favorable prospects for rehabilitation, as evidenced in Cleveland's Upper Prospect neighborhood. This type of redevelopment can benefit older residents by attracting services and increasing property values, but it can also threaten those living on fixed incomes or renting. Involuntary displacement could be prevented by reverse mortgages, deferred taxes, and rent supplements. The city's strength lies in its hospitality to white-collar employment, but its loss of manufacturing has created employment problems, particularly for young people. The best starting place for a city's recovery is in depleted neighborhoods which are attractive but have some land available for new construction. Although it has not been tested, this strategy is preferable to a grand scheme for urban redevelopment. Two references are included.

Schwartz, Edward
Neighborhoodism: A Conflict in Values.
1978, 7p
SHR-0005767 *Pub. in Social Policy v9 n6 p8-14 Mar/Apr 79.*

The general nature of the establishment of neighborhood organizations as political bases is described, and divergent political philosophies which characterize "neighborhoodism" are critiqued. Politically, neighborhood organizations and the coalitions created by them aim to increase the involvement of citizens in their communities and in politics, while expanding their power over the public and private decisions that affect them. Certain goals that neighborhood organizations and coalitions share are creating social cohesion within the neighborhoods and communities, establishing economic reciprocity between citizens of a city and the public and private institutions to which they contribute, achieving administrative efficiency and responsiveness in the delivery of municipal services, and broadening democratic participation in urban political parties and voluntary associations. Within the neighborhoods movement, however, there are two distinct schools of thought about strategies for change, – "Madisonian" and "Tocquevillian." The Madisonian approach focuses on the establishment of political power as an end in itself, with commitment to specific, immediate, and realizable causes being the means to establish and expand political power. The Tocquevillian approach emphasizes group discussions and training in values and ethics and their bearing on particular public issues. Political action grows from commitment to a structured system of values that the organization aims at implementing in the context of particular public issues. The Tocquevillian concept appears to offer the best approach for sustaining an organization's existence and cohesion over the long term, and causes are likely to have more persuasiveness due to their moral content. Footnotes are provided.

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Sorrentino, Anthony
How to Organize the Neighborhood for Delinquency Prevention.
1979, 218p
SHR-0003915 *Available from Human Sciences Press, 72 Fifth Ave., New York, NY 10011.*

Summarizing methods and theories on the prevention of juvenile delinquency through community-based programs used for over 40 years by the Chicago Area Project, this book is intended to help workers and organizers of juvenile delinquency prevention programs. With the current emphasis in the justice system on alternatives to institutionalization, the local community is the logical agent for preventing delinquency. The historical development of the community-based approach and the Chicago Area Project are described. To organize a neighborhood, a survey must be conducted, volunteers recruited, and rapport established with the local institutions and power structure. Separate chapters discuss techniques for working with young people and raising funds. Two former offenders discuss their rehabilitation by community programs and a potential delinquent who became a community leader recounts his experiences of growing up in a poor ethnic neighborhood. Several community organizations in different areas of Chicago are profiled. Many local governments have established youth or community programs that can assist in delinquency prevention, such as the Youth Commissions in Illinois. Guidelines and standards are suggested for evaluations of community programs. The appendices include bylaws for a neighborhood committee, oath for committee officers, and examples of State and local legislation creating youth commissions. A bibliography and index are provided.

Spiro, Shimon E.
Ex Post Facto Evaluation of Neighborhood Organization Programs.
1977, 13p
SHR-0004295 *Pub. in Jnl. of Sociology and Social Welfare v4 n5 p783-795 1977.*

Criteria for evaluation, study design, and instruments are examined for an ex post facto case study evaluation of neighborhood organization programs. The quasi-experimental designs currently dominant in evaluative research, while growing increasingly sophisticated, are becoming less applicable to programs of induced change in social organization. For a variety of reasons, evaluative research regarding changes in social organization may be advisable only after a program has been operating for some time and can be expected to have made some progress. The label "ex post facto" applied to such an evaluation, therefore, does not refer to evaluation upon completion of a program, but rather evaluation at some point when significant changes should have occurred. With respect to neighborhood change, ex post facto evaluation can show any changes in the social organization and resource base of the neighborhood. Changes in individual circumstances and behavior could not be measured, however. Outcomes of a neighborhood organization program can be evaluated by locating and studying the voluntary associations created or revived by the program under study. The expansion of the neighborhood resource base could be examined by identifying and assessing any expansion of physical amenities and services that occurred since the program's beginning. Research instruments are unstructured interviews with key informants, review of organization documents, direct observation, interviews with personnel in the organizations, and structured interviews with a sample of neighborhood residents. A local evaluative study is presented to illustrate the methodology. References and footnotes are provided.

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Thursz, Daniel and Vigilante, Joseph L.
Maryland Univ., Baltimore. School of Social Work and Community Planning.
Adelphi Univ., Garden City, NY. School of Social Work.
Reaching People. The Structure of Neighborhood Services.
1978, 277p
SHR-0002953 *Available from Sage Publications, Inc., P.O. Box 5024, Beverly Hills, CA 90210.*

This compendium presents 14 articles dealing with methods of delivering social services at neighborhood and local levels and with the conceptual work available to help planners organize, analyze, and rationalize neighborhood service systems. The document should be helpful to students of international social welfare, professionals interested in the administration and delivery of public and social welfare systems, planners, persons interested in design and structural problems associated with public service delivery systems at the local level, and neighborhood activists concerned with service architecture. The articles discuss the following topics: neighborhoods as a worldwide phenomenon; a scheme for comparing social welfare systems; urban policies and neighborhood services; ethnicity and neighborhood services; agency and family linkages in providing neighborhood services; options for the delivery of social services at the local level; service delivery at the neighborhood level in Israel; neighborhood service delivery in France; social service delivery in Zambia; visibility of a community mental health center in Israel; neighborhood service delivery and national policy in England; social action and services at the neighborhood level in Great Britain; community work in India (evaluation in the health sector); and neighborhood local service delivery in Switzerland. Notes on authors and a subject index are included. *Volume 3 of the Series Social Service Delivery Systems: An International Annual. Some chapters adapted from papers read at a conference at the Community Service Society, New York, October 1974.*

Tourigny, Ann Ward
Community-Based Human Service Organizations: A Conceptualization. Thesis
Aug 79, 216p Executive Summary available from PROJECT SHARE
SHR-0003777 *Available NTIS PC$17.00/MF$3.50*

A conceptualization of the term community-based as it applies to human service organizations is developed by using a framework of vertical (extra-local) and horizontal (intra-local) controls and relationships. This 1979 research study considers the dependence of locally situated human service organizations on extra-local funding sources as an operational indicator of vertical articulation (controls outside the community). The composition and functioning of local agency boards are used as indicators of a specific type of horizontal linkage between the organization and the local community. An empirical field investigation was conducted to examine the impact of varying degrees of vertical articulation on the potential of the agency to develop agency-community relations through the boards of directors. Data on six human service organizations that represented three strategic types of vertical articulation (i.e., high, medium, and low) were gathered by interviewing the executive directors and board presidents of the agencies, collecting pertinent documents about the agencies themselves (i.e., reports, minutes of meetings), and surveying the board members of each agency by mailed questionnaires. Analysis of these data revealed that extra-local constraints placed on the local agency through

funding requirements influenced the ability of the agency to develop strong agency-community ties, particularly by restricting boards to an advisory rather than a policymaking role. Based on the empirical investigation, a proposed typology of community-based human service organizations is presented, and propositions for future research based on this typology are discussed. Ten tables are provided in the text, which has no footnotes. Appendices give a report of the preliminary investigation, profiles of the agencies survey, and survey instruments. A bibliography containing 114 references is appended. (Author abstract modified). *Submitted in partial fulfillment of the requirements for the degree of Doctor of Philosophy, Pennsylvania State Univ.*

VanStroh, Gordon E.
Decentralization of Local Affairs: Making Government More Responsive.
1978, 6p
SHR-0005769 *Pub. in National Civic Review v67 n10 p402-406, 413 Oct 78.*

The paper presents guidelines for the establishment and administration of neighborhood organizations. The creation of such organizations result from efforts to grant greater power to citizens and to meet varying levels of local service needs. Ideally, neighborhood government would involve a combination of both political and administrative decentralization. Its greatest payoff would be an enhanced sense of community. Adiministrative decentralization of certain municipal functions already physically decentralized, such as fire and police, garbage collection, street maintenance, and recreation could be achieved by delegating more discretionary authority to field personnel. Cities create neighborhood units within a broader legal framework. Alternative revenue sources for neighborhood organizations include property taxes, revenue sharing, or grants and contracts. Neighborhood organizations around the United States serve as representatives of neighborhood interests before governmental bodies, as sponsors of some neighborhood activities, and as contract agents or conduits of public funds for locally operated specific programs. Decentralization can take several forms including service delivery systems, neighborhood governments of limited and specific powers, local development corporations, citizens' committees, and informal groups. Methods of implementation of neighborhood organizations include directed systems, which force every neighborhood to organize in response to an initiative from a larger governmental body; facilitated systems, which provide for staff, funds, or both to every neighborhood that wishes to organize; and the present system, which provides for the spontaneous, nondirected, unencouraged formation of neighborhood organizations.

Washington State Dept. of Public Assistance, Olympia.
Social and Rehabilitation Service, Washington, D.C.
Seattle Model Neighborhood Planning Project.
Jul 72, 131p Executive Summary available from PROJECT SHARE
PB-235 618 *Available NTIS*
PC$12.50/MF$3.50

A project was carried out to determine the effectiveness of coordinating the efforts of the Washington State Department of Social and Health Services with the Seattle Model Neighborhood Program between 1968 and 1972. Project planning was based on the input of model neighborhood residents

organized as citizen task forces to help plan in each of the original nine areas of the program. Four project goals were to eliminate poverty in model neighborhoods; to provide public assistance to model neighborhood residents in a manner that heightened dignity, status, and self-esteem; to reconstruct the welfare system into a human development system; and to provide adjunctive social services. Planning focused on seven major areas: physical improvement of the project area, improvement and development of all types of housing, improvement of health, improvement of social welfare services and the coordination of all public and private efforts, improved employment for residents of the project area, development of a more effective education program, and development of a communitywide arts and culture program. Numerous facilities and programs were established. The concept of neighborhood social service centers was a major recommendation of the citizen welfare task force. Experience in the Model Neighborhood Program demonstrated three phases consisting of planning, program development, and program operation that were related to citizen participation as organized in task force committees.

Welsh, Joyce C.
National Council on the Aging, Inc.,
Washington, DC.
Administration on Aging, Washington, DC.
Guidebook for Local Communities Participating in Operation Independence.
Jun 75, 59p
SHR-0003114 *Available from the National Council on the Aging, Inc., 1828 L St., NW, Washington, DC 20036.*

This account of Operation Independence by the National Council on the Aging, Inc. outlines the steps private and public organizations need to take to coordinate service delivery in their community to help the sick or frail aged live on their own. In Operation Independence, a coalition of community organizations is formed through the leadership of some organization already providing services for the aged or through the support of several local groups. Either way, groups invited to participate might include churches, councils or city agencies on aging, housing authorities, school organizations, or senior citizen centers. At the initial meetings of the coalition, the following should be done: (1) decide upon the coalition's goals; (2) analyze the community's services for the target population; (3) determine the needs of the latter and whether the community meets them; (4) identify appropriate community resources; (5) set priorities of needs and problems for the target group; (6) organize task forces to plan projects determined by the coalition; and (7) set to work on the projects. An example of one such community coalition in Boulder, Colo., is presented. The case study describes how the coalition was established and what it has accomplished. This description is followed by advice and suggestions for a successful service, a list of selected services, and ideas for grouping services to work together to meet problems of the independent aged such as isolation and physical frailties. Appendices include a roster of national, regional, and State agencies involved in Operation Independence or delivering services to the elderly and a bibliography for those interested in helping the elderly live on their own. Names and addresses of the membership roster and of State and national agencies on the aging are included. A bibliography is also appended.

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